U.S. DEPARTMENT OF STATE

OPEN
GOVERNMENT
PLAN

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Letter from the Under Secretary of State for Management
Patrick F. Kennedy

The Department of State has a longstanding history and commitment to sharing information with the public about the diplomatic work that we conduct domestically and overseas. The ways in which we communicate internally, with other agencies and organizations, and to the public have changed significantly with the development of new technologies and social media, and they will undoubtedly continue to change as further advances in communication are discovered.

The several components of the Open Government Initiative have brought further momentum to the Department of State's ongoing efforts to increase transparency and provide information to the public. This initiative has allowed us to review how we can improve access to our information. Our Open Government website (http://www.state.gov/open/) provides a central location where you can follow the Department of State's efforts on key initiatives including the release of datasets at www.data.gov and the use of funding from the American Reinvestment and Recovery Act. Additionally, the Open Government Initiative is raising awareness of the various other ways that you can receive information from us through Facebook™ and Twitter™ or share your thoughts and ideas with Secretary Clinton through "Text the Secretary." This kind of collaboration, which was once unimaginable, allows you to take a more active role in providing feedback to the Department of State.

This plan was developed by a team of employees led by the Department of State's Chief Information Officer. The Open Government team is composed of employees from throughout the Department of State who are working vigorously and enthusiastically to provide an unprecedented level of access to operations within and information generated by the Department of State. We welcome your feedback on how we can improve this plan, which is a living document that will continue to change and evolve as your ideas are shared and incorporated. We look forward to hearing from you.

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Patrick F. Kennedy
Under Secretary for Management
U.S. Department of State

Executive Summary

The Department of State is pleased to issue this updated Open Government Plan. The plan reflects the personal commitment of the Secretary of State as well as that of the entire Department of State to the principles and practices of Open Government. The plan focuses on the three imperatives of Open Government:

- Transparency – providing information to enable the American people to view the Department of State's activities and products, and ensure accountability for results;

- Participation – enabling the public to engage on issues of importance and make their voices heard; and

- Collaboration – sharing information and ideas, and working cooperatively with partners around the world to promote the foreign policy interests of the United States.

The Department of State is responsible for carrying out the nation's foreign policy and representing the United States abroad. It is essential that that we take every opportunity to engage the American people as we do this vital work on their behalf. Our era is one in which news from around the world is accessible to everyone on a moment-by-moment basis.

Reflecting this new era, the Department of State has invested heavily in the use of social media tools, such as Facebook™, Twitter™, blogs, and wikis for internal collaboration and external engagement. In the days following the disastrous earthquake in Haiti, U.S. citizens rushed to our blog site, http://blogs.state.gov, to pose questions and, more importantly, to offer assistance.

The Department of State must continually be prepared to engage the public in our work, which is why the Department of State's web site presents up-to-date information on the issues of the day in foreign affairs and development assistance. Our Open Government plan invites your feedback and comment. The principal focus of this plan is to build on the work currently underway and expand our engagement with all of our stakeholders. The plan describes the work we are doing in the three areas noted above, and also presents seven flagship initiatives: two existing initiatives, one expanded initiative and four new initiatives that we will be rolling out in the next two years

- The Virtual Student Foreign Service (existing), one of Secretary Clinton's priorities, establishes internships at U.S. colleges and universities to engage in digital diplomacy with our embassies around the world. This initiative leverages the power of technology and extends the reach of our efforts, while also engaging American students in the active conduct of diplomacy;

- HumanRights.gov (existing), a Department of State web site, is another priority of the Secretary and an integral element of U.S. foreign policy devoted to exchanging information to promote human rights around the world;

- ForeignAssistance.gov (expanded), which the Department of State participates in, was created in response to the principles of the Paris Declaration on Aid Effectiveness and President Obama's Open Government Initiative;

- Passport Card Application Pilot (new), a Bureau of Consular Affairs Customer Service Signature Initiative, will enable applicants who possess a current, fully valid U.S. passport book to upload an acceptable digital photograph to the internet and make an online payment to apply for a U.S. passport card online;

- My State Department (new), which will let users customize their view of the varied collections and categories of information on www.state.gov for targeted, quick, and easy access to the specific content areas in which they are most interested and involved;

- Official Document Authentication (new), which is a Bureau of Administration initiative, will allow the signing and issuing certificates of authentication under the seal of the Department of State for U.S. citizens and foreign nationals which will certify the correctness of records or documents that will be used overseas; and

- Electronic Payment of International Traffic in Arms Regulations (ITAR) Registration Fees (new), which allows the public to pay ITAR registration fees electronically. This initiative simplifies the collection and verification of payments, eliminates the need to manually process and collect returned payments, and eliminates the possibility of lost payments.

Introduction

At the direction of the President, the Director of the Office of Management and Budget (OMB) issued an Open Government Directive (M-10-06) on December 8, 2009 to take specific actions to implement the principles of transparency, participation, and collaboration which form the cornerstone of an open government. Transparency promotes accountability by providing the public with information about what the Government is doing. Participation allows members of the public to contribute ideas and expertise so that their government can make policies with the benefit of information that is widely dispersed in society. Collaboration improves the effectiveness of Government by encouraging partnerships and cooperation within the Federal Government, across levels of government, and between the Government and private institutions. In order to meet the spirit and intent of the OMB memorandum, the Department of State will need to take the following steps toward the goal of creating a more open government:

- Publish government information online to increase accountability, promote informed participation by the public, and create economic opportunity, each agency shall take prompt steps to expand access to information by making it available online in open formats. With respect to information, the presumption shall be in favor of openness (to the extent permitted by law and subject to valid privacy, confidentiality, security, or other restrictions);

- Improve the quality of Government information available to the public by having senior leaders make certain that the information conforms to OMB guidance on information quality, and that adequate systems and processes are in place within the agencies to promote such conformity;

- Create and institutionalize a culture of open government by creating an unprecedented and sustained level of openness and accountability in every level. Senior leaders will strive to incorporate the values of transparency, participation, and collaboration into the ongoing work of the agency; and

- Create an enabling policy framework for Open Government by implementing emerging technologies that open new forms of communication between a government and the people. It is important that policies evolve to realize the potential of technology for open government.

The Open Government Plan emphasizes our commitment to providing information to the public through discussion of our flagship initiatives and reports on the efforts underway to ensure better transparency, participation and collaboration. The plan concludes with a "next steps" section describing how it will be updated.

This plan is a living document and will be updated yearly to include new initiatives and update existing ones that have been expanded and revised. Changes will be made in the plan as a result of new or modified directives, in response to lessons learned through execution, from input from other organizations, and from suggestions from the public. All changes to the plan will be subject to Open Government Working Group review prior to being posted on the public Open.Gov web page.

Department of State Mission

The Department of State is the cabinet agency with lead responsibility for formulating and carrying out the nation's foreign policy. The Department of State operates in Washington, DC and in nearly 200 countries, with over 285 locations world-wide. State's major program areas include diplomacy, border security, U.S. citizen's services, and foreign assistance.

Department of State Mission Statement:

Shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people everywhere.

The Department of State, being the diplomatic arm of the U.S. Government, generates mostly narrative documents, treaties, and inter-governmental agreements. The fundamental activities of diplomacy are based on human contact, generation of trust, and the establishment of common dialogue to both further ties, as well as resolve conflict in a peaceful manner between nations. Most of these activities involve nuance of language in creating a shared understanding. Unlike regulatory agencies, the Department of State does not generate a significant amount of structured data. Many of the databases are also sensitive in nature, such as the Passport databases which are the private records of Citizen's travel.

The Diplomatic record is published in <u>The Foreign Relations of the United States</u> and has been since the eighteenth century. Much of this information is now available electronically at [Data.gov - The Foreign Relations of the United States](#).

In recent years the Department of State's mission has become broader, as global issues have become more complex and interconnected. Today, offices in the Department of State focus on a wide spectrum of issues beyond traditional bilateral diplomacy, including counterterrorism, nuclear arms proliferation, climate change, human rights, institution building, and international trade and finance. The complexity of these issues requires extensive collaboration with other U.S. Government agencies at overseas posts and in Washington, as well as with foreign governments, Non-Governmental Organizations, and other partners. Further information on the Department of State's goals, objectives, strategy, and budget can be found at http://www.state.gov/s/d/rm/c6113.htm.

Commitment to Open Government

The Department of State recognizes that a key part of its mission is to engage the American public on the nation's foreign policy. The explosive growth in the Internet and social media tools has enabled much greater citizen participation than was ever before possible. These abilities create great opportunities to engage the public and harness the energy and innovativeness of U.S. citizens to promote our foreign policy interests around the world.

State has been actively engaging American citizens and businesses for many years, making available valuable and practical information about traveling to foreign countries, studying abroad, educational exchange opportunities, citizen services, conducting business overseas, and trade and exports. In addition, the Department of State maintains an active program to declassify and release a broad range of historical information concerning foreign policy and international affairs.

Through the Bureaus of Public Affairs, International Information Programs, Educational and Cultural Affairs, and numerous overseas posts, the Department of State has been active in social media, enabling collaboration with U.S. and foreign publics through Facebook™, Twitter™, and blogs.

In the past decade, major events have greatly increased the prominence of foreign affairs with the U.S. public. Since September 11, 2001, Americans have become much more focused on issues such as counterterrorism, promotion of democracy and human rights, international law enforcement, and international finance and trade.

The Department of State's leadership, beginning with Secretary Clinton, is excited about the opportunities presented by the Open Government Initiative. We all recognize the importance of collaboration, engagement, partnerships, and accountability. We have created an Open Government web site, linked to the Department of State's home page. The web site provides access to available datasets and represents a start at efforts to engage the public more dynamically, solicit input, and increase collaboration. The URL for the site is http://www.state.gov/open/.

State's mission also includes making international information available to the public. The Bureau of Consular Affairs provides detailed travel information for all countries, via the Internet on http://travel.state.gov. The first-ever quantitative assessment of online open government efforts recently found this site to be one of the highest ranking in online transparency. State.gov also scored high in this transparency project, which surveyed more than 36,000 citizens who visited 14 federal sites during the fourth quarter of 2009. For more information on the study, see http://www.nextgov.com/nextgov/ng_20100216_1403.php?oref=topnews.

The Department of State also provides passports to U.S. citizens and visas to citizens of foreign countries seeking temporary or permanent admission to the United States. Additionally, the Department of State provides services to U.S. citizens overseas, as well as support for U.S. businesses seeking to establish or expand international business.

Figure 1: Secretary Clinton addresses the current group of Department of State interns serving for the spring 2010 session. (State Dept. photo)

Leadership and Broad Involvement in Open Government

Secretary Clinton is personally committed to Open Government. She participates regularly in public forums and has been actively engaged with a wide range of stakeholders in pursuing U.S. foreign policy objectives. The Department of State's Chief Financial Officer (CFO) has been designated as the senior official accountable for the quality and objectivity of, and internal controls over the Federal Spending information publically disseminated[1]. The Chief Information Officer (CIO) has been designated as the lead Department of State official for overall operational implementation of the Open Government initiative. Each bureau, lead by an Assistant

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[1] Per OMB Memorandum M-10-06 of December 8, 2009 the senior official is "accountable for the quality and objectivity of and internal controls over the Federal spending information publicly disseminated through such public venues as USAsending.gov or similar websites. The senior accountable official also participates in the agency's Senior Management Council or similar governance structure for the agency-wide internal control assessment pursuant to the Federal Managers' Financial Integrity Act."

Secretary, will be responsible for the information originating in that bureau.

Past efforts and successes will provide a springboard for fulfilling the requirements of the Open Government Directive. Looking forward, the Department of State's bureaus will participate in Open Government, by contributing datasets for posting for the public and by participating in public events and collaboration opportunities. This approach will provide a rich information exchange with the public and will ensure that all aspects of the Department of State's broad mission and expertise are reflected in Open Government efforts.

The plan has been developed collaboratively, under the direction of an Open Government Working Group composed of leading bureaus currently active in outreach and engagement. The CIO has taken lead responsibility for drafting the plan with input from all stakeholders. The Open Government Plan is being closely coordinated with other efforts such as the development of a new Information Technology Strategic Plan, ensuring that efforts related to the Open Government Initiative will receive priority for resources.

The Department of State is committed to transparency and excited about further engagement and collaboration with American citizens.

Our Open Government Plan

This plan is designed to advance the President's Transparency and Open Government initiative and promote the Secretary's priorities in engagement and collaboration. It explains the steps the Department of State has already taken and presents a plan for broad collaboration and engagement in carrying out its diplomatic mission. The plan begins with a description on how the Department of State will address the three guiding principles of Open Government:

- Transparency;

- Participation; and

- Collaboration.

The plan contains a presentation of the three Flagship Initiatives that were started or completed in FY 2011. It then lists the new initiatives that will be pursued for the next two years. Two of these initiatives have been identified as Flagship Initiatives. The plan concludes with next steps, including our plans to invite the public to participate by providing feedback on our Open Government Plan and on our specific initiatives.

The plan will be easily accessible through the Department of State's Open Government website shown in figure 2 below.
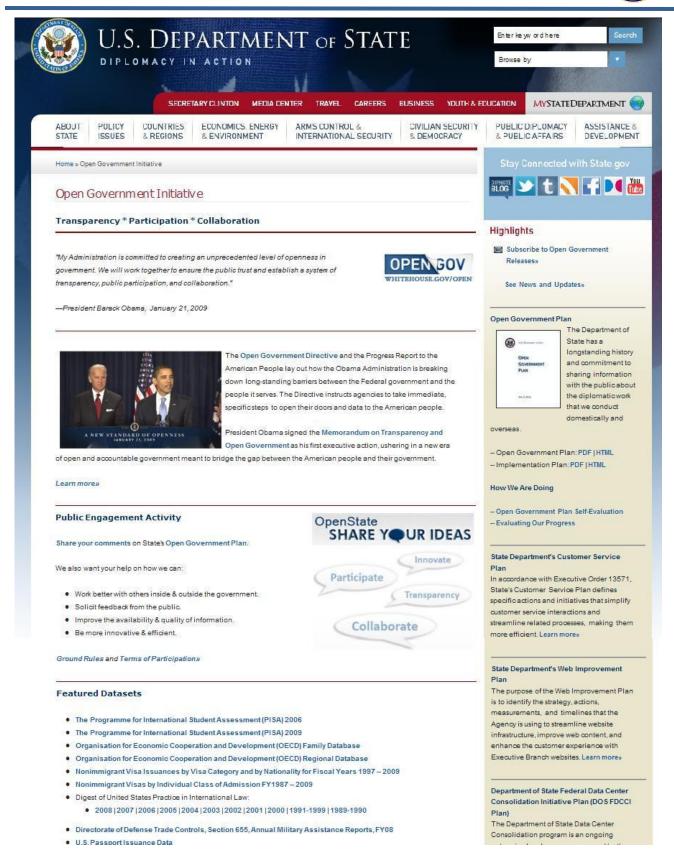
Figure 2: Department of State Open Government Web Site (www.state.gov/open)

Transparency

This section identifies concrete steps to be taken to increase visibility into State's historical records and operations. As indicated below, the Department of State has made much progress in providing easy public access to important datasets. This plan builds on our past successes to ensure even greater openness and transparency.

Datasets

The Department of State creates and disseminates datasets about U.S. foreign policy, international diplomacy, and global issues. The data supports analysis of U.S. foreign policy initiatives and trends and is used by experts in specific issue areas as well as experts in the process of diplomacy. The data is also used by the general public to explore the history of U.S. international relations.

The Open Government initiative provides an opportunity to increase access to and use of the datasets available to the public. Datasets that are currently available are located on the Data.gov website, and new datasets will be published there as they are made available. These datasets may be found either by doing a search for all Department of State datasets; or by directly accessing the URL at www.data.gov - State Datasets. The datasets can also be accessed through the Department of State's Open Government page at www.state.gov/open.

Strategic Action Plan for Data Set Publication

The Bureau of Information Resource Management (IRM) has the lead responsibility for coordinating the publication of datasets under this initiative. IRM is continuously working with key bureaus to identify datasets of interest to the public. All of the Department of State bureaus are asked to contribute datasets. Using IdeaScale™[2] the public will be able to provide input as to level of interest and priority to guide the publication schedule for http://data.gov. When these datasets are identified, the Department of State will issue a publication schedule. IRM will monitor public use and perceived value of each data set and provide feedback to bureaus.

One of the most successful datasets was created when the Department of State was approached by the non-profit Organization for Cooperation and Economic Development (OECD), based in France, to sponsor them in publishing the Program for International Student Assessment (PISA) and their OECD Family and Regional Databases to data.gov. The Department of State coordinated and published four very valuable datasets to Data.gov on OECD's behalf. OECD's interest is ongoing and we anticipate a continued relationship and more datasets coming. It is the first such publication for data.gov, because current membership does not extend to NGOs. This ongoing relationship and publishing effort on the Department of State's part may be a catalyst for that data.gov to expand its membership in the future.

Additionally, the White House Office of Science and Technology Policy (OSTP), has a parallel government transparency public information site specifically for legal datasets. At this writing, the Department of State has identified more than 14 significant legal documents and digests which will be published in the coming months under the new moniker.

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[2] General Services Administration (GSA) provided feedback tool to gather input from the public. http://www.usa.gov/webcontent/open/engagementtool.shtml

An example of a dataset publication on data.gov is shown in Figure 3.

Figure 3: Example of Data.Gov Dataset

Transparency Initiatives

The Department of State is committed to improved transparency and the benefits it provides to the public. The following table indicates the extent to which the Department of State is currently engaged with various transparency initiatives and directives.

Transparency Initiative/Guidance	Status of State Activity
Data.gov: www.data.gov	State has posted 75 high value datasets.
eRulemaking (Regulations.gov): (use keyword: "*Agency: DOS*" in the search box to find all Department of State activities) http://www.regulations.gov/	State provides funding to EPA in support of the Federal Docket Management System (FDMS). State provided an open comment period to the public on regulations.gov for a new proposed rule to change the schedule of fees for consular services.
IT Dashboard: www.it.usaspending.gov	State posts monthly IT project data as part of USASpending.gov.
Recovery.gov: www.recovery.gov	State reports regular ARRA expenditures.
USAspending.gov: http://www.usaspending.gov/	State reported assistance and grants figures in Feb 2011.
GovBenefits.gov: www.govbenefits.gov	State provides funding to Department of Labor to support this site, and provides information re Department of State managed benefit programs for U.S. citizens.
Regulatory Plan: http://www.state.gov/open	State has provided a preliminary plan for improving Regulation and Regulatory Review by publishing current and future regulations on the Internet.

Table 1: Transparency Initiatives

Informing the Public

Engagement with the public is crucial to ensuring an informed citizenry regarding the foreign policy issues and priorities of the U.S. Government. The Department of State offers various opportunities for public participation in virtual events conducted over the Internet as well as physical events, such as public meetings, briefings, and press conferences.

Secretary Clinton and other senior Department of State officials participate in these forums regularly and are eager to engage with U.S. citizens and other stakeholders. On March 31, 2010, the Secretary addressed a Haiti Donor's Conference to express her appreciation and gratitude for the outpouring of generosity that followed the earthquake. The response to the Haiti crisis is illustrative of the Department of State's work in informing the public, providing opportunities for U.S. citizens and others to engage, and promoting collaborative efforts to help Haiti respond.

Figure 4: Secretary Clinton, third from right, meets with Haiti's President Rene Preval, third from left, to discuss conditions in the country following Tuesday's deadly earthquake in Port-au-Prince, Haiti, Jan. 16, 2010.

As part of the Department of State's reaction to the crisis, it provided on its web site a mechanism to obtain information about U.S. citizens in Haiti, including a people-finder application that at one time was tracking over 50,000 individuals. The application has now been retired.

Planned Event	Description and Purpose	Planned Date
Daily Press Briefing	To inform the press on daily developments in foreign policy. Not open to public, but both text and video of the briefing are made available within hours of event via http://www.state.gov/r/pa/prs/dpb/index.htm.	Daily, M-F.
Special briefings, including teleconferences	To inform the press on specific foreign policy initiatives. Not open to public, but both text and video of most are made available within hours of event via http://www.state.gov/r/pa/prs/ps/index.htm.	Several times per week, M-F.
Historical meetings	To discuss foreign policy in a historical context. Not open to general public, but proceedings are made available via www.state.gov/r/pa/ho soon after the events.	Several times a year.
NGO Conferences	To brief and create dialogue opportunities with specific organizations and audiences on topics that they have expressed an interest in. Events not open to general public, though membership through NGOs and other organizations is open to public. See www.state.gov/r/pa/pl to get involved.	Several times a year.

Table 2: State Public Events

Records Management, Declassification, and Processing of FOIA and Congressional Requests

The Department of State operates an ongoing program to manage its extensive collection of official records. A sizable staff of experts is engaged in reviewing documents, cable traffic, and other information to ensure proper disposition and to release as much information as possible to the public.

The records the Department of State maintains are of great interest to professional historians and international affairs experts as well as to the general public. Accordingly, the records management activities receive high priority, and will be a key component of the Open Government work.

Records Management Program

The Department of State (Department) has established a number of records management initiatives that together help ensure that the record of U.S. foreign policy is preserved, protected, and made accessible for current and future generations in the United States and the world. They include:

- A vibrant Records Liaison Program that includes all bureaus and overseas posts is in place. Each major component has an on-site records management coordinator to assist with records management issues;

- A dynamic, easy to use intranet website that walks Department personnel through the steps of effective records management;

- Records Management training courses are available at the Department's Foreign Service Institute including a files and records management distance learning course in which over 1,600 Department employees have enrolled to date. The training is also part of the Civil Service Orientation course for all new hires. Numerous records management briefings and training sessions are conducted annually in support of the Department's records management program. These efforts have increased records management awareness throughout the Department, both domestically and at overseas posts;

- The Department continues to be a leader in the federal government in the management of electronic records, achieving 100% compliance with requirements found in Section 207(e) of the E-Government Act of 2002, [44 U.S.C. 3601] to identify and schedule all electronic records by the end of fiscal year 2009 as well as for incorporating records management requirements into the annual Capital Planning and Investment Control rating process for electronic information systems;

- The Department is recognized by the National Archives and Records Administration (NARA) as "best in government" for many of its records management practices and procedures. These include the Department's recently established corporate messaging and archiving system, called "SMART," which is designed to capture record e-mails and other agency documents, thus enriching the historical collection of national security and foreign policy records; and

- Most recently the Department deployed an electronic database with full text search capacity, the Retired Records Inventory Management System. It contains manifests for all retired office and post files since 1970 and is a desktop tool that is particularly valuable for simplifying FOIA

searches for older agency records. For more information on the Department's Records Management Program, please visit http://www.state.gov/m/a/ips/c36484.htm.

Records Management Program Measures to Increase Transparency
The Department recently transferred 229 boxes of 1977 Central Foreign Policy File (CFPF) materials to NARA. The transfer included microfilm and paper records. These records are now being processed for opening to the public at NARA's facility in College Park, MD. Additionally, 406,000 electronic cables from the Department's corporate archives were transferred to NARA in 2011. The declassified records from this collection are to be posted on NARA's website.

FOIA Request Processing Operations
The Department of State (Department) has a centralized Freedom of Information Act (FOIA) program with one organization, the Office of Information Programs and Services (IPS) that receives and coordinates the processing of all requests made to the Department for access to records under FOIA. The Department's E-FOIA website (http://www.state.gov/m/a/ips/), which includes the FOIA Electronic Reading Room and collections of declassified documents, contains a wealth of information available to the public on the Department's information access programs. In the past year, the Department has released and posted substantive records released under FOIA on topics ranging from human rights issues in South and Central America to alleged ''ghost'' detainees. The site also contains the Department's FOIA Annual Reports and Chief FOIA Officer Reports.

Not only are the subject matters covered by the Department's records of a global nature, but the records themselves are also created and stored globally. The Department maintains records both domestically and at hundreds of posts world-wide. FOIA requests made to the Department vary in size from those for a single document to others that are both voluminous in size and complex in scope, requiring the review of thousands of documents retrieved from multiple domestic and overseas locations. Many of the Department's records also contain national security information and are classified pursuant to executive orders, requiring thorough and knowledgeable declassification reviews. The review of all of these records often requires coordination not only with other Federal agencies but with other governments before an appropriate release determination can be made.

Due to its global structure and the nature of its record holdings, the Department faces great challenges in achieving full compliance within the time limits of the FOIA. Nonetheless, the Department remains committed to achieving the fullest possible compliance with the greatest level of customer service. FOIA requests are processed incrementally, with responses made to requesters as segments are completed instead of waiting until the conclusion of all processing to release records. For a more in-depth description of the Department's FOIA program staffing, organizational structure, and process for analyzing and responding to FOIA requests, please visit http://www.state.gov/m/a/ips/ to review the most recent FOIA Annual Report as well as the Department of State Information Access Guide/Manual.

The number of FOIA requests received annually by the Department is large and has grown over time. The total number of requests received by the Department rose from 10,717 in fiscal year 2009 to 30,206 in fiscal year 2010, and then declined to 14,298 in fiscal year 2011. Furthermore, the Department's backlog of requests increased until the end of fiscal year 2010. The number of pending backlogged requests at the end of fiscal year 2009 was 8,784 and at the end of fiscal year 2010 had

increased to 20,519. However, by the end of fiscal year 2011, that number was reduced to 8,078, a 60 percent decrease.

Given this volume of requests and our commitment to excellent customer service and compliance with the law, IPS continuously evaluates the Department's FOIA program and processes with an eye towards business process improvement to promote increased efficiencies and greatest possible transparency. A number of initiatives implemented in FY 2010 and 2011 have contributed to better and faster handling of FOIA requests. Key measures include:

- A formal agreement was reached with U.S. Citizenship and Immigration Services (USCIS), a component of the Department of Homeland Security, which established guidelines for handling various categories of documents being referred to the Department for FOIA review. As a result, there has been a dramatic reduction in the number of document referrals from USCIS to the Department – a drop from 4,000 to fewer than 300 per month;

- After a successful pilot, a permanent Litigation Team was established to process documents for cases that are in litigation, draft declarations for submission in court and otherwise respond to court-ordered deadlines. Shifting litigation functions from the duties of the core FOIA workforce enables them to focus on processing the remaining cases in the FOIA queue;

- A Rapid Response Team was established to handle the most pressing work of the office and to support other divisions on an "as needed" basis. For example, this group continues to process FOIA referrals sent by USCIS to the Department for coordination;

- IPS created a permanent team dedicated to processing on a rolling basis the Department's 250 oldest FOIA cases and referrals;

- IPS continues its successful STARS program in which it hires local college and graduate students and trains them to do FOIA casework. This program is in its eleventh year and has proven to be a valuable investment in building a corps of FOIA experts. IPS currently employs 19 students, but that number will rise to 40 students in all when newly-recruited students arrive in the summer of 2012. Students work full-time over the summer and part-time the rest of the year, assisting with FOIA backlog reduction efforts; and

- The Appeals Program continues to streamline processes, cross-train employees, develop management reports to facilitate workload monitoring, initiate negotiations with requesters to clarify scope and ensure responsiveness, and hold regular Appeals Review Panel sessions.

IPS will continue to explore new initiatives to increase transparency and efficiencies in the FOIA process and provide excellent customer service in all that we do.

Declassification Programs
Substantial resources have been dedicated to the Systematic Review Program, an initiative to make Department records that are 25 years old and older available to the public. Systematic declassification reviews were mandated for all federal agencies by Executive Order 12958, issued by President Clinton in 1995, but the Department already had been pursuing a declassification program for years. Beginning

in 1982, the Department partnered with the National Archives and Records Administration (NARA) to declassify and make our historical records available to the public. Ours is the oldest and most successful program for inter-agency declassification of federal records in the federal government. To date, the Department has reviewed over 90 million pages of records for declassification and transfer to NARA, where they are made available to public researchers. This commitment to the declassification of the Department's historic records has enhanced government transparency and increased the public's understanding of U.S. foreign policy.

We have partnered with NARA and collaborate in posting our electronic Central Foreign Policy File on the NARA website. The Department was a pioneer in 1973 when we replaced our old paper-based Central Foreign Policy File with an electronic database containing the Department's cable traffic and metadata for paper-based documents which were then microfilmed. Declassification and opening of this extremely important collection marked the beginning of a new era in government openness and researcher access to the holdings of permanently valuable records of the federal government.

In response to Executive Order 13526, signed by President Obama on December 29, 2009, the Department has increased its support of declassification efforts at NARA, the Joint Referral Center of the Department of Defense, and other agencies. We are active participants in the National Declassification Center set up under Executive Order 13526 to expedite the release of NARA's holdings of agency records. We operate a vigorous training program to help other agencies identify which foreign policy equities can be released immediately and which must be forwarded to our subject matter experts for declassification determinations. We have assigned reviewers to other agency facilities to review our equities in their records and we continue our vigorous program of declassifying our own agency's records and transferring them to NARA.

For more information on Department Declassification Programs please visit
http://www.state.gov/m/a/ips/c36436.htm

Congressional Requests

The Bureau of Legislative Affairs (H) coordinates legislative activity for the Department of State and advises the Secretary, the Deputy, as well as the Under Secretaries and Assistant Secretaries on legislative strategy. H facilitates effective communication between Department of State officials and the Members of Congress and their staffs. H works closely with authorizing, appropriations, and oversight committees of the House and Senate, as well as with individual Members that have an interest in Department of State or foreign policy issues. H manages Department of State testimony before House and Senate hearings, organizes Member and staff briefings, and facilitates Congressional travel to overseas posts for Members and staff throughout the year. H reviews proposed legislation and coordinates Statements of Administration Policy on legislation affecting the conduct of U.S. foreign policy. The H staff advises individual Bureaus of the Department of State on legislative and outreach strategies and coordinates those strategies with the Secretary's priorities.

The Secretary of State is the principal Congressional Relations Officer of the Department of State. H supports the Secretary by ensuring that the administration's foreign policy priorities are reflected throughout the legislative process. H coordinates the annual testimony provided by the Secretary to Congressional committees with jurisdiction over State programs to explain Department of State priorities and budget requirements. The bureau succeeds in its overall mission by seeking passage of

relevant foreign policy legislation and appropriations, obtaining advice and consent to treaties, as well as confirmation of the President's Department of State and Ambassadorial nominees by the Senate.

The Assistant Secretary advises the Secretary of State on legislative matters, directs the Bureau of Legislative Affairs, and acts as the Department of State's principal liaison with the Congress.

The Bureau of Legislative Affairs is headed by the Office of the Assistant Secretary, and three Deputy Assistant Secretaries. The bureau's organization is designed to work closely with congressional oversight committees and leadership. It consists of four offices: the Office of Senate Affairs; the Office of House Affairs; the Office of Regional, Global, and Functional Affairs; and the Executive Office.

Office of Senate Affairs
The Office of Senate Affairs is responsible for the Department of State's day-to-day interaction with the U.S. Senate and its principal oversight committee—Senate Foreign Relations Committee, as well as the several other Senate Committees with interest and jurisdiction over the conduct of foreign affairs. This office tracks and works with Senate members and staff on foreign policy-related legislation, keeping Department of State officials informed of committee positions, and advancing Administration foreign policy goals on the Hill. The office also carries the responsibility for managing the Department of State's nominations and confirmation process and the ratification of treaties.

Office of House Affairs
The House Affairs Office is responsible for the Department of State's liaison with Members and Committees of the U.S. House of Representatives. It facilitates hearings, briefings for Members and staff, outreach to oversight Committees, and communication between the House of Representatives and the Department of State.

H's "mission" on Capitol Hill is located in B-330 of the Rayburn House Office Building. This liaison office provides a full range of Department of State support services to Representatives, Senators, Congressional Committees, and their staffs.

Office of Regional, Global, and Functional Affairs
The Office of Regional, Global, and Functional Affairs tracks the Department of State's full range of policy issues of interest to the Congress. The office's Legislative Management Officers are the principal substantive liaison officers between Department of State bureaus and Congressional offices. It works in close cooperation with the Department of State bureaus in briefings on administration policy and manages Congressional appearances of Department of State witnesses for foreign policy hearings.

Executive Office
The Executive Office of the Bureau of Legislative Affairs (H/EX) is responsible for Legislative Operations with oversight of Department of State support activities provided to Members of Congress and their staff. It facilitates official foreign travel of Member and staff delegations; responds to written, telephonic and electronic communications by Members of Congress; oversees the Office of Management and Budget (OMB) clearance process for official testimony before Congress; maintains records of all relevant hearings; and provides basic administrative support for the bureau.

The Office annually handles approximately:

- 1,500 pieces of legislation;

- 300 congressional hearings;

- 8,000 pieces of congressional correspondence;

- 500 congressional reports and notifications;

- 18,000 congressional inquires; and

- 2,000 congressional overseas travelers.

Legislative Reference Unit
The Legislative Reference Unit (LRU) oversees the coordination and clearance functions of the Bureau of Legislative Affairs with respect to all Department of State programs and activities. This office monitors all significant legislation involving the Department of State and serves as the liaison in the legislative clearance process, coordinating views between OMB, National Security Council, and other executive agencies. Items maintained in this legislative clearance process include: Presidential executive orders, proclamations, Statements of Administration Policy (SAP), enrolled bills, and reports (including testimony) on pending legislation.

The LRU coordinates the review, preparation, and submission of transcripts of Congressional hearings, insuring that appropriate editorial changes are made in accordance with Committee guidelines. The LRU maintains a library of hearings, transcripts and Questions for the Record (QFRs) involving the Secretary, Department of State principals, and other Department of State witnesses. In addition, the LRU is responsible for coordinating and maintaining the system that identifies, tasks, and tracks reports to Congress, required by law and by legislative history, which are prepared for signature and submission by the Secretary of State or the President.

Congressional Correspondence Unit
The Congressional Correspondence Unit (CCU) receives and tracks all written correspondence from Members of Congress, including requests for testimony, briefings, documents, and speaking engagements. The CCU also responds to telephone inquiries from congressional offices seeking information related to Department of State programs, policies and publications.

Congressional Support Unit
The Congressional Support Unit (CSU) helps facilitate official foreign travel for Members of Congress and their Staff. The CSU is responsible for all substantive aspects of Congressional travel including notification to Posts abroad, compilation of itineraries and scheduling. On a policy level, the CSU is responsible for successful coordination of Congressional (CODEL) and Staff (STAFFDEL) delegation travel to foreign posts in support of the President of the United States' foreign policy objectives.

Congressional Travel Office

The Congressional Travel Unit (CTU) facilitates official foreign travel arrangements for Members of Congress and their Staff. The trips are usually identified by one of three categories:

- Congressional Delegation (CODEL): led by a Member of Congress (Senator/Representative);

- Staff Delegation (STAFFDEL): led by a Professional Staff Member; and

- Non-Delegation (NODEL): led by a Member of Congress (Senator/Representative) in a non-official capacity. (No Congressional funds are expended.)

You can find more information about the Bureau of Legislative Affairs, including a list of its senior officials, at http://www.state.gov/s/h/index.htm.

Participation

Participation is a key element to ensure continued transparency in an open government. The Department of State plans to continue to provide and expand on a range of opportunities for the public to interact with Department of State officials and offer their opinions, questions, and feedback both in the U.S. and abroad. This is useful in assessing public opinion and tracking reactions to U.S. positions, events and policies. For example, the Bureau of Educational and Cultural Affairs manages ExchangeConnect which is "an International network that highlights first person stories about culture, communities, and exchange program experiences." U.S. Embassies engage local audiences as well through a variety of on-line means.

As noted above, the Department of State is active in the social media arena, and has a sizable following among Facebook™, Twitter™, and blog users. In the aftermath of the recent earthquakes in Haiti and Chile, a vast number of compassionate U.S. citizens contacted the Department of State through social media to seek ways that they could help. The Department of State's goal is to provide a variety of forums through which U.S. citizens can participate actively in their government and U.S. foreign policy.

The Department of State amplifies the reach of U.S. foreign policy to domestic and global audiences through new media and web-based communication technology. The Department of State's three guiding principles for all social media efforts are engagement, transparency, and serving as an alternative to traditional media. These principles guide new expansion efforts and help build lasting relationships with new sectors of the public. The efforts outlined below will support Secretary Clinton's directive to Implement 21st Century Statecraft and use modern technologies to engage with the public.

Web Video

The Department of State provides video for video.state.gov, America.gov, U.S. embassy websites, and several blogs. Video is also made widely available on social networking platforms such as YouTube™, Facebook™, and Flickr™. These video products cover a variety of subjects from senior staff remarks and briefings, to videos that feature elements of U.S. Public Diplomacy.

Blogs

DipNote, the Department of State's official blog at blogs.state.gov, gives the public context, clarity, and behind-the-scenes insights on U.S. foreign policy from Department of State employees who are directly engaged in the work of diplomacy. Department of State employees post entries daily on critical issues, such as climate change and food security, and share with the public the work they are doing in countries from Afghanistan to Zimbabwe.

DipNote recently passed 15,000,000 page views and 13,000 comments by the public. More than 2,500 individuals and organizations subscribe to DipNote via RSS feeds. DipNote is available for the iPhone and Blackberry.

Twitter™

Twitter™ is a free "micro-blogging" service that allows for quick, frequent information distribution online. The Department of State uses Twitter™ to disseminate information during the Secretary's travels, highlight key points made during the daily press briefings and high-profile public speeches, and communicate directly with the public by responding to their questions. The Department of State also corrects misinformation using Twitter™.

The Associated Press covered the Department of State's use of Twitter™ in March 2009, when rumors and web-postings alleged that Madagascar's ousted President Ravalomanana had been granted refuge in the U.S. Embassy. Realizing that this might lead to mob action against U.S. personnel and facilities, Department of State staff used Twitter™ to "tweet" a rebuttal to the rumors, quickly defusing the situation. Department of State - Twitter

Figure 5: Sample of Department of State's Twitter™ Page

YouTube™

The Department of State maintains several YouTube™ video channels featuring public affairs, public diplomacy, and U.S. embassy videos. Videos include remarks by Secretary Clinton, daily press briefings, special video collections based on foreign policy issues and interviews with U.S. diplomats. "Statevideo," the main Department of State channel, boasts over 1.3 million video views and 3,600 subscribers.

Interactive Travel Map

The Bureau of Public Affairs created an interactive map to track Secretary Clinton's foreign travel. To date, Secretary Clinton has traveled more than 640,000 miles as Secretary of State. The map enables users to see where the Secretary is at any given time, calculates miles traveled (throughout the trip and cumulatively as Secretary), displays photos from the road (posted on Flickr™), and features the Secretary's remarks and blogs. This program is also integrated with the Department of State's Facebook™ page. The direct link is http://www.state.gov/secretary/trvl/map/. The map has 2,341,594 page views since inception on Feb. 28, 2009.

The Department of State plans to add greater interactivity and opportunities for users to directly engage with Department of State officials. The Department of State will also begin featuring several maps, from which the user will be able to create their own combined maps based on an individual's interests.

Facebook™

The Department of State maintains a presence on Facebook™. Several U.S. embassies and consulates also maintain Facebook™ pages (e.g. U.S. embassy in Jakarta has 302,000 fans). The Department of State's public diplomacy efforts are also featured on Facebook™ (e-Journal on Facebook™ has 102,000 fans).

See Department of State - Facebook™.

Figure 6: Sample of Department of State's Facebook™ Page

Text the Secretary

"Text the Secretary" is a mobile and interactive forum in which the public can submit questions to Secretary Clinton. This new program invites people from around the world to send the Secretary questions via text message and the Department of State homepage. Anyone can use this program, especially given that text messages are far more popular than email in many locations around the world (Inside U.S.: 90822, Outside U.S.: 202-255-6299). The Secretary has received thousands of text messages. Representative responses are then featured on the state.gov website. This feature is part of Secretary Clinton's broad message of diplomacy-through-dialogue and a dialogue that is not just government-to-government.

ExchangeConnect

ExchangeConnect is an international social network managed by the Department of State's Bureau of Educational & Cultural Affairs that highlights first-person stories about cultures, commonalities, and exchange program experiences. The social network currently has 30,000 members.

Web Chats

The Department of State's Bureau of International Information Programs hosts CO.NX! which offers LIVE multimedia events with experts on important topics. The Department implemented similar efforts to engage both domestic U.S. and international audiences in FY2011.

Podcasts (Audio and Video)

The Department of State produces podcasts for download on popular platforms such as iTunes™. These podcasts include Secretary Clinton's remarks, daily press briefings, and various special features.

Increase Use of Mobile Technologies

Secretary Clinton announced support from the United States for the first Pakistani mobile phone-based social network, Humari Awaz ("Our Voice") during her visit to the country October 29, 2009. The Humari Awaz platform leverages SMS technology and enable Pakistanis to build mobile-based networks around shared interests, themes and subjects. In addition to linking friends and families, the

network also helps a range of other users - from farmers and resellers who want to share market prices, to businesses that wish to communicate with their staff on the road, to news outlets that want to share information with targeted groups. U.S. support for the program covers the costs of the first 24 million Humari Awaz messages. The program already surpassed the 24 million message mark and began charging a minimal fee for messages on March 12, 2010. Despite the network being phased into a fee for service model, over 80% of its original participants still actively use the service.

The rampant level of crime in Mexico is fueled by the drug trade. So the Department of State implemented a program in Mexico to restore anonymity to crime fighting using the tools of technology by allowing people to send free, anonymous text messages to report crimes.

Technology is transforming the African continent. In East Africa alone there are approximately 50 million mobile phone subscribers and an increasing number of mobile web users. Across the region, the number of IT graduates and tech entrepreneurs is exploding, providing new opportunities to foster social and economic growth. Apps 4 Africa was a contest to highlight the talent of local developers in Kenya, Uganda, Rwanda and Tanzania and to leverage the power of digital technology to make a better world. The challenge was to build the best digital tools to address community challenges in areas ranging from healthcare to education and government transparency to election monitoring.

The Department of State will continue to support similar efforts to use mobile technologies as a means for social engagement in 2012.

Corridor
eDiplomacy is currently implementing a Department of State Professional Networking Service with the following goals:

- Widespread, effective and secure use of Professional Networking to improve the ability of State employees to find and contribute knowledge anywhere, anytime;

- Identify and collaborate with others in State who have shared interests, expertise, experience and knowledge that can help an individual to better perform his or her job;

- Share knowledge with a large but undetermined audience via social tagging;

- Reinforcement of other knowledge sharing tools; and

- Improved networking and information for the assignment process and identification of skills or skill gaps in the workforce.

Corridor will make it simple for individuals to create personal websites available to others on the network to:

- Publish a professional profile;

- Identify a professional network;

- Tag and share information and knowledge resources of potential interest to others;

- List or link to knowledge contributions such as published articles;

- List affiliations such as online communities; and

- In parallel to technical development of the platform, work with other offices to provide governance and guidance that satisfy security, privacy and other Department requirements;

Collaboration

One essential element of diplomacy is collaboration. The Department of State has done much in recent years to go beyond in-person collaboration and use technology in innovative ways, and we have plans to expand these efforts in new directions. The goal is to create and sustain an environment in which collaboration and cooperation are the norm, and a suite of state-of-the-practice tools are readily available to support collaboration in many different ways.

A challenge that the Department of State faces in this area is that the work often involves classified and other sensitive information. This requires robust risk management programs and appropriate IT security in place to ensure that Department of State can fulfill its mission and share information broadly, while protecting sensitive information assets appropriately.
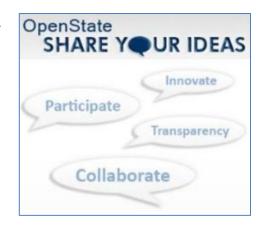
The Department of State's effectiveness is highly dependent on its ability to work in partnership with many different kinds of organizations.   The Department of State collaborates actively with the U.S. public, citizens of other countries, other Federal agencies, non-federal governments (including tribal governments), non-Governmental Organizations (NGOs), and foreign government agencies.

Examples of current collaboration initiatives include the following:

Collaborating with the Public

- ▪ DipNote - The Department of State's Official Internet Blog. DipNote is a place to share stories, discuss experiences and inspire new ideas on the important foreign policy issues of the day.

- ▪ Department of State is active in Facebook™, Twitter™ and other social media sites.

- ▪ Travel and other information are available to the public via www.state.gov and to other Federal agencies via Intelink-U.

In addition, IdeaScale™ will be used to solicit input from U.S. citizens that will be helpful in updating and enhancing the OpenGov website.

Internal Collaboration at the Department of State

- Diplopedia – The Department of State's internal unclassified online encyclopedia. Just as people create and edit articles on public wikis on the Internet, Department of State personnel are using Diplopedia to create a broad, informative and expanding reference tool for knowledge-sharing about the Department of State, its programs and offices, and other international affairs subjects.

- Communities @ State - This initiative enables and encourages Department of State personnel with shared professional interests to form online communities to publish information, connect with others, and discuss issues. Transcending organizational boundaries and geographic constraints, these websites use a simple blogging tool to allow online community members to easily and quickly publish deliberative content. By choice of the community administrators, most of these online communities are available to members of the interagency foreign affairs community.

- The Sounding Board – An collaborative website where all Department of State employees can share ideas or participate in ongoing conversations on new, smarter, and more effective ways of enabling our nation's foreign policy goals.

- Listservs – A listservs is type of electronic mailing list, allowing for distribution of email to multiple subscribers. A listservs maintains lists of electronic email addresses of people with common interests. Sending something to that list automatically gets forwarded to everyone on that list.

Improving the speed with which information is shared with other agencies is one of our key goals. This kind of collaboration is especially important when dealing with such vital topics as counterterrorism, international crime, law enforcement, and emergency response. The ambassador at an embassy overseas must be able to collaborate and communicate reliably with all Americans working inside and outside the embassy. A cornerstone of our approach to achieving this goal is the development of a Foreign Affairs Network (FAN). The FAN will provide other U.S. agencies operating at posts overseas with a standard configuration of hardware, software, and telecommunications to enable access to Department of State IT resources as well as home agency capabilities.
Department of State - @work

Figure 7: Sample of Department of State's "State @ Work" page

The Department of State welcomes feedback from other agencies and the public. The Department of State is interested in innovative ideas for enhancing collaboration. The Department of State will use IdeaScale™ to solicit feedback on the Open Government Plan. IdeaScale™ will also be used to continue to solicit feedback on how the Department of State can enable public dialogue and a more open government.

Advisory Councils, Commissions, Committees, and Boards

A number of advisory councils, commissions, committees, and boards exist to maintain an open dialogue between the U.S. Government and the private sector on various issues. The following lists those that pertain to the work of the U.S. Department of State:

Advisory Committee on Historical Diplomatic Documentation
http://history.state.gov/about/hac

The Advisory Committee on Historical Diplomatic Documentation consists of nine members drawn from among historians, political scientists, archivists, international lawyers, and other social scientists who are distinguished in the field of U.S. foreign relations. Six members represent the American Historical Association, the Organization of American Historians, the American Political Science Association, the Society of American Archivists, the American Society of International Law, and the Society of Historians of American Foreign Relations; there are also three "at large" members. The members are granted all necessary security clearances. The legislation requires that the Committee meet four times a year. The Historian of the State Department serves as executive secretary of the Committee.

The Advisory Committee reviews records, advises, and makes recommendations to the Office of the Historian, Bureau of Public Affairs, concerning the Foreign Relations of the United States documentary series. The Committee monitors the overall compilation and editorial process of the series and advises on all aspects of the preparation and declassification of the series. Although the Committee does not review the contents of individual volumes, it does monitor the overall process and makes recommendations on particular problems that are brought to its attention.

The Committee also reviews the declassification procedures of the Department of State, all guidelines used in the declassification process, and, by random sampling, documents representative of all Department of State records that remain classified after 30 years. The Committee is required to submit an annual report to the Secretary of State setting forth its findings from this review.

Advisory Committee on International Communications and Information Policy
http://www.state.gov/e/eb/adcom/acicip/index.htm

The Advisory Committee on International Communications and Information Policy (ACICIP) serves the Department of State in an advisory capacity concerning major economic, social and legal issues and problems in international communications and information policy. These issues and problems involve users and providers of information and communication services, technology research and development, foreign industrial and regulatory policy, the activities of international organizations in communications and information, and developing country interests.

The Committee is comprised of senior-level officers of a broad range of companies and institutions that represent the communications and information technology industries, including manufacturers, service providers, software developers, trade associations, and academic institutions. The current 43 members of the Committee advise the U.S. Coordinator for International Communications and Information Policy in the following ways:

- Provide information and advice on both public and private aspects of current foreign affairs issues in communications and information policy;

- Provide advice in the formulation of United States communications and information policy, positions and proposals for multilateral and bilateral consultations, and negotiations on communications and information policy issues; and

- Carry out special studies and research in particular areas of information and communications policy as may be deemed advisable.

The Committee also consults with other interested parties--U.S. Government agencies, interagency committees, private groups, individuals--when it is necessary or desirable. The Committee generally holds quarterly meetings; these meetings are open to the public and are announced in the Federal Register.

Advisory Committee on International Economic Policy
http://www.state.gov/e/eb/adcom/aciep/index.htm

The State Department's Advisory Committee on International Economic Policy (ACIEP) serves the U.S. Government in a solely advisory capacity by providing a forum for discussion of issues and problems in international economic policy. Committee membership consists of representatives of American organizations and institutions, including from business, labor, environment, state and local government, academia, legal consultancies, and non-governmental organizations.

Full ACIEP meetings take place three times per year and are open to the public unless indicated otherwise in the Federal Register. Current subgroups, which meet more frequently, consist of economic sanctions and investment policy. Participants' statements are not for attribution.

Advisory Committee on International Postal and Delivery Services
http://www.state.gov/p/io/ipp/c25478.htm

The Committee serves the Department of State in an advisory capacity with respect to the formulation, coordination, and oversight of foreign policy related to international postal services and other international delivery services. The function of the Committee is advisory, and it offers recommendations with respect to U.S. foreign policy related to international postal services and other international delivery services and the formulation and implementation of U.S. policy toward the Universal Postal Union and other international postal and delivery organizations.

Cultural Property Advisory Committee
http://exchanges.state.gov/heritage/culprop/committee.html

The Cultural Property Advisory Committee is established by Section 306 of the 1983 Convention on Cultural Property Implementation Act (PDF) ("the Act"), which also describes its specific functions, purpose, and procedures. The Committee is also established in accordance with the provisions of the Federal Advisory Committee Act (PDF), with the exceptions stipulated in Section 306 (h) of the Act.

The Committee's role is to advise the president (or his designee) on appropriate U.S. action in response to requests from State Parties for assistance in protecting their cultural heritage, pursuant to Article 9 of the 1970 UNESCO Convention (PDF). The Department of State – specifically the Assistant Secretary of State for Educational and Cultural Affairs – exercises the president's decision-making responsibilities under the Act. Meetings of the Committee may be convened to review a new request from a foreign government, to consider a proposal to extend an existing agreement, or to conduct reviews of existing agreements. The Committee provides its findings and recommendations to the Department, which are considered prior to a decision.

Technical and administrative support for the Committee is provided by the Cultural Heritage Center, to which all correspondence intended for the Committee should be sent.

Foreign Affairs Policy Board

On December 19th, 2011, Secretary Clinton hosted the first meeting of the Foreign Affairs Policy Board. The Board is composed of 25 members who will meet at the Department of State periodically to discuss issues of high priority for the Secretary and the Department. It will focus on broad strategic questions and provide the Secretary and other senior Department officials with insights, perspectives, and ideas. Secretary Clinton will meet with the Board several times during the duration of her tenure. Secretary Clinton selected a distinguished, diverse, and bipartisan membership with a wide range of expertise and background, including past government service, academia, politics, development, and business.

International Security Advisory Board
http://www.state.gov/t/avc/isab/index.htm

The Secretary of State's International Security Advisory Board (ISAB) provides the Department with independent insight and advice on all aspects of arms control, disarmament, international security, and related aspects of public diplomacy. The ISAB is sponsored and overseen by the Under Secretary for Arms Control and International Security. The Board provides its recommendations directly to the Secretary of State. The Board is chartered to have up to 30 members. Board members are national security experts with scientific, military, diplomatic, and political backgrounds. The Board meets in a plenary session on a quarterly basis.

International Telecommunication Advisory Committee
http://www.state.gov/e/eb/adcom/itac/index.htm

The United States International Telecommunication Advisory Committee (ITAC) advises the Department of State in the preparation of U.S. positions for meetings of international treaty organizations, develops and coordinates proposed contributions to international meetings as U.S. contributions, and advises the Department on other matters to be undertaken by the U.S. at these international meetings. The international meetings addressed by the ITAC are those of the International Telecommunication Union, the Inter-American Telecommunication Commission (CITEL) of the Organization of American States, the Organization for Economic Cooperation and Development (OECD) and the Asia-Pacific Economic Cooperation (APEC). Members of the ITAC are drawn from the government, network operators, service providers, and manufacturers involved in the telecommunications sector.

Organization for Economic Cooperation and Development (OECD)
http://www.oecd.org/

The Department of State is a member of the Organization for Economic Co-operation and Development (OECD). The mission of the OECD is to promote policies that will improve the economic and social well-being of people around the world. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems. They work with governments to understand what drives economic, social and environmental change. They measure productivity and global flows of trade and investment. They analyze and compare data to predict future trends. They also set international standards on a wide range of things, from agriculture and tax to the safety of chemicals.

As part of the OCED, the Department serves on the Stakeholder Advisory Board as the U.S. National Contact Point for OECD Guidelines for Multinational Enterprises. The Guidelines are voluntary recommendations from governments to multinational enterprises on responsible conduct in such areas as human rights, labor, environment, and corruption. The OECD Guidelines are the only multilateral, comprehensive code of conduct, endorsed by 43 national governments. The U.S. National Contact Point, based in the Economic and Business Affairs Bureau, leads the United States' work under the Guidelines.

Overseas Schools Advisory Council
http://www.state.gov/m/a/os/c6971.htm

Since 1967, leading American business firms have helped bring educational excellence to American children attending schools overseas through the Overseas Schools Advisory Council (OSAC). The Department of State established OSAC to seek the advice of American leaders from the business, foundation, and educational communities in pursuing the goal of assuring quality education for American children attending Department-assisted schools overseas, which are known as American overseas schools. OSAC is one of the longest standing advisory committees in the Federal Government and is subject to review and renewal every two years under the Federal Advisory Committee Act.

OSAC is comprised of senior executives from U.S. corporations and businesses and is chaired by Mr. Robert A. Wilson, Jr., Senior Vice President - Wealth Management, Morgan Stanley Smith Barney.

OSAC encourages U.S. corporate and foundation participation to support its principal objectives. These include:

- Provide advice on policy and sources of financial and personnel support for American overseas schools;

- Help these schools become centers of excellence in education; and

- Help make service abroad more attractive to American citizens with school-age children, both in the business community and in the U.S. Government.

OSAC also encourages U.S. firms, foundations, and individuals to provide both financial and in-kind assistance directly to American-sponsored overseas schools. In addition, the Council has provided materials to assist these schools in their own fund raising activities. Last year American overseas schools generated over $15 million in such assistance from U.S. and host and third country sources.

Overseas Security Advisory Council
http://www.state.gov/m/ds/terrorism/c8650.htm

The Overseas Security Advisory Council (OSAC) was created by the Secretary of State to promote an open dialogue between the U.S. Government and the American private sector on security issues abroad. OSAC is directed by a council of 34 representatives from companies and government agencies concerned with overseas security. The Director of the Diplomatic Security Service is one of the co-chairs of OSAC, and a DS Special Agent serves as OSAC's Executive Director.

With a constituency of 4,600 U.S. companies and other organizations with overseas interests, OSAC operates an Internet web site, www.osac.gov, which is one of its principal means of information exchange with the private sector. The web site offers its visitors the latest in safety and security-related information, public announcements, warden messages, travel advisories, significant anniversary dates, terrorist groups profiles, country crime and safety reports, special topic reports, foreign press reports, and much more.

The OSAC information exchange mechanism also includes a staff of international security research specialists that is dedicated solely to serving the U.S. private sector. Additionally, OSAC has a network of country councils around the world that brings together U.S. embassies and consulates with the local U.S. community to share security information.

PEPFAR Scientific Advisory Board
http://www.pepfar.gov/sab/

In accordance with the Federal Advisory Committee Act (FACA), the PEPFAR Scientific Advisory Board serves the Global AIDS Coordinator in a solely advisory capacity concerning scientific, implementation, and policy issues related to the global response to HIV/AIDS. These issues are of concern as they influence the priorities and direction of PEPFAR evaluation and research, the content

of national and international strategies and implementation, and the role of PEPFAR in the international discourse regarding appropriate and resourced responses. The Board is composed of members appointed by the Coordinator, representing U.S. Government and non-U.S. Government personnel. Membership is representative of the HIV/AIDS community, academia, international experts, partner government representatives, multilateral and bilateral agency representatives, foundations, advocates, and non-governmental organizations.

U.S. National Commission for UNESCO
http://www.state.gov/p/io/unesco/

The U.S. National Commission for the United Nations Educational, Scientific, and Cultural Organization is a Federal Advisory Committee to the Department of State that supports worldwide humanitarian development and values by coordinating efforts and delivering expert advice from the Federal, State and Local Governments and from Non-Governmental Organizations on issues of Education, Science, Communications and Culture.

⏎

Original Flagship Initiatives

To promote transparency, participation and collaboration with the public, the Department of State is currently undertaking three new initiatives, Virtual Student Foreign Service, HumanRights.gov, and ForeignAssistance.gov. All three initiatives are priorities of Secretary Clinton and represent innovative ways of engaging the U.S. public and other stakeholders to further the U.S. diplomatic mission. In addition to providing direct results, these three initiatives will also serve as demonstration projects. We will assess their effectiveness and seek to generalize lessons learned for applicability to future Open Government initiatives.

Virtual Student Foreign Service

The Department of State has designated the Virtual Student Foreign Service (VSFS) Program as a flagship initiative. The VSFS was announced by Secretary of State Hillary Clinton on May 13, 2009 at New York University's commencement. As Secretary Clinton said:

> "…over the next year the Department of State will be creating Virtual Student Foreign Service Internships to harness the energy of a rising generation of citizen diplomats. Working from college and university campuses, American students will partner with our embassies abroad to conduct digital diplomacy that reflects the realities of the networked world."

The VSFS Program was established on a pilot basis during the summer of 2009 and since its launch 349 students have served as eInterns for 96 posts and 21 offices. Objectives related to instituting the program within the Department, broadening its reach, and deepening its impact by adding new features:

- Continue to expand the VSFS level of participation to include domestic offices, overseas posts and now USAID and EducationUSA Centers;

- Identify new outreach channels to college audiences in order to recruit additional highly qualified and motivated students;

- Establish tiered participation opportunities for students involved in the VSFS program by launching an on-line VSFS "micro-tasking" through "crowd-sourcing" initiative, which would allow students to respond on an ad hoc basis to brief, discrete online micro-taskings from overseas posts and domestic offices

Figure 8: VSFS at http://www.state.gov/vsfs/

- Develop additional internal outreach and storytelling strategies to ensure audiences are aware of VSFS opportunities.

209 students are wrapping up their 2011-2012 eInternships and a new batch of eInternships will commence in September 2012. The micro-tasking platform will launch spring 2012.

HumanRights.gov

The Secretary's speech on December 14, 2009 strongly affirmed our nation's view that human rights, democracy, and development go hand-in-hand, as she outlined our approach to "making human rights a human reality."

The Secretary emphasized:

"…we support change driven by citizens and their communities. The project of making human rights a human reality cannot be just one for governments. It requires cooperation among individuals and organizations within communities and across borders. It means that we work with others who share our commitment to securing lives of dignity for all who share the bonds of humanity."

Figure 9: Secretary Clinton with members of Menteng Elementary School #1 Children's Choir waving to the crowd in Jakarta, Indonesia. (State Dept. photo)

To further this vital human rights agenda, the Department of State is leading a new U.S. Government initiative to establish a HumanRights.gov website on the Internet. This new site will serve as the Federal Government's focal point for information sharing and collaboration with external partners on human rights issues.

This effort was initiated by the Administration and the White House's National Security Council in order to improve the quality and availability of human rights information, and to help strengthen outreach and engagement on human rights matters. Currently a great deal of human rights information is scattered among the web sites and databases of numerous Federal agencies, making it difficult to find and obtain. There is no central repository or web site, and no central U.S. Government Internet presence for engagement on human rights issues. This new HumanRights.gov web site will provide such a central repository and enhanced engagement platform.

The Department of State will redesign and reformat the popular Human Rights Reports in a format that will be more useful to the end users. This is expected to be launched in March 2012.

Flagship Initiatives for 2012-2013

ForeignAssistance.gov

The ForeignAssistance.gov site was created in response to the principles of the Paris Declaration on Aid Effectiveness and President Obama's Open Government Initiative. As part of the efforts to pursue greater transparency in government, the Administration has developed an Aid Transparency Agenda for Action, of which this Foreign Assistance Dashboard is an important part. The U.S. Government is committed to making information on foreign assistance programs more transparent, accessible, and compatible with international standards. The ForeignAssistance.gov site is part of the National Action Plan of the multi-national Open Government Partnership. ForeignAssistance.gov is specifically highlighted in the plan as a means to increase the transparency of foreign assistance.

The Aid Transparency Agenda for Action will enable us to pursue the following objectives:

- Make foreign aid more useful for development. Greater aid transparency accomplishes this objective by assisting recipient governments to better manage their aid flows and by empowering citizens to hold governments accountable for how assistance is used;

- Increase the efficacy of our foreign assistance. With a clearer understanding of what we are doing, where, and to what effect, the U.S. will be better positioned to maximize the impact of our resources and investments; and

- Increase international accountability. Greater access to information about assistance will help developing country governments and international civil society to hold donors accountable for the quantity and quality of aid flows.

On the ForeignAssistance.gov site is Foreign Assistance Dashboard. The goal of the Dashboard is to enable a wide variety of stakeholders, including U.S. citizens, civil society organizations, the Congress, U.S. Government (USG) agencies, donors, and partner country governments, to examine, research, and track USG foreign assistance investments in an accessible and easy-to-understand format.

The Foreign Assistance Dashboard offers data in two ways: through the pre-defined charts and graphs on the website and through the complete datasets. The data page enables users to generate personalized tables through manual queries and download machine-readable datasets. The full set of data available on the website can be downloaded.

The Dashboard is still in its early stages of development. Future versions will incorporate budget, financial, program, and performance data in a standard form from all 20 USG agencies receiving or implementing foreign assistance, humanitarian, and/or development funds. The Dashboard currently contains budget and appropriation data for the Department of State and USAID, and planning, obligation and expenditure data at the program level from the Millennium Challenge Corporation (MCC). The next agencies to be included in the Dashboard will be the Department of Defense, Treasury, Health and Human Services, and the U.S. Department of Agriculture. Once those agencies are incorporated, between 90% and 95% of all federal foreign assistance will be accounted for in the Foreign Assistance Dashboard.

Passport Card Application Pilot

The Bureau of Consular Affairs will develop a functional Passport Card Application Pilot that demonstrates the Passport Services Directorate's ability to accept, adjudicate and archive an online application for a passport card. The Passport Card Application Pilot will enable applicants who possess a current, fully valid U.S. passport book to upload an acceptable digital photograph to the internet and make an online payment to apply for a U.S. passport card online. The Pilot will be used by the Department to determine if accepting electronic signatures would be feasible for customers while also maintaining the integrity of the U.S. passport as evidence of U.S. citizenship. Accepting electronic signatures and payments should reduce processing times, overall costs, and ease the application process for U.S. citizens traveling by land and sea to Mexico, Canada, the Caribbean, and Bermuda. The Passport Card Application Pilot is also a Customer Service Signature Initiative in the Customer Service Plan which addresses Executive Order 13571, Streamlining Service Delivery and Improving Customer Service.

The scope of the Pilot size was set at 90 days duration or 70,000 applications, whichever comes first. The Pilot was initiated on January 24, 2012 and is scheduled to be closed on April 27, 2012. Once the Pilot is closed, the project will analyze the data collected during the project and make recommendations for changes to the Pilot to prepare it for full roll out to the public. Initial public response to the Pilot has been generally favorable, after receiving 700 applications. The decision on whether to implement a full public system will be made by the end of December, 2012.

My State Department

This initiative adds a "My State Department" interface to the www.state.gov website. My State Department will let users customize their view of the varied collections and categories of information on www.state.gov for targeted, quick, and easy access to the specific content areas in which they are most interested and involved. Launching in January, 2012

With the site's roughly 100,000 pages of content (and growing), My State Department allows the end user to more easily access the categories of information of interest. My State Department has an optional, customizable interface that makes the most of the vast electronic collection that comprises www.state.gov so you can be better informed and stay on top of foreign policy topic areas that you find most interesting or in which you want to become involved.

The My State Department button is found in the banner on www.state.gov pages. A new window will open so that the user can get to the interface without interrupting other browsing of state.gov. To make sure that the user's selections remain the same no matter computer the user is using, access to My State Department is done using an OpenID logon. OpenID is a service that allows a user to sign in to many different websites using a single identity, such as a yahoo, gmail, or aol account. From the My State Department screen, the user can select from any number of "widgets," such as top policy issues (Counterterrorism, Trafficking in persons, etc.), country information, reports, or social media. The widgets can be placed anywhere in the frame, the color scheme can be changed or a utility can be added. The workspace can be customized to match the user's requirements.

My State Department is currently in a pilot phase and users are asked for suggestions for future enhancements.

Initiatives for 2013-2014

Official Document Authentication

The Office of Authentications, Bureau of Administration is responsible for signing and issuing certificates of authentication under the seal of the Department of State for, and in the name of, the Secretary of State (22 CFR, Part 131). The Office certifies for U.S. citizens and foreign nationals the correctness of records or documents that will be used overseas. The documents accepted for authentication include, but are not limited to: company bylaws, powers of attorney, trademarks, diplomas, transcripts, distributorship agreements, child adoptions, articles of incorporation, good standing certificates, home studies, letters of reference, etc. This initiative will be implemented within the next 18 months.

Electronic Payment of ITAR Registration Fees

The Directorate of Defense Trade Controls (DDTC), Bureau of Political-Military Affairs administers the International Traffic in Arms Regulations (ITAR, 22 CFR Parts 120-130) and collects an annual registration fee as part of the ITAR registration process for industry. Up until very recently, that fee was payable to the Department of State by a corporate check drawn from a U.S. bank. In order to improve services, DDTC developed a rule that allows the public to pay ITAR registration fees electronically. This initiative simplifies the collection and verification of payments, eliminates the need to manually process and collect returned payments, and eliminates the possibility of lost payments.

Next Steps

Actions

The Open Government Task Force, CFO, and CIO will work together to ensure that this plan is a living document, updated and revised regularly.

Schedule and Status

The schedule and status is shown in Table 3 below.

Initiative	Milestones	Anticipated Date of Completion
Virtual Student Foreign Service (VSFS)	Create the VSFS program and fill the first class of eInterns.	Completed
	Fill the approximately 146 eIntern slots.	January 2013
Human Rights.Gov	Launch initial website.	Completed
	Redesign and reformat the popular Human Rights Reports.	March 2012
Foreign Assistance.gov	Launch website prototype, including USAID and DoS foreign assistance data and baseline functionality.	Completed
	Add the Department of Defense, Treasury, Health and Human Services, and the U.S. Department of Agriculture to the Foreign Assistance Data base.	December 2012
Passport Card Application Pilot	Design and implement a pilot project to test the viability of processing online applications for Passport Cards.	Completed
	Complete pilot project and analyze the results of test; make recommendations for full scale project implementation.	December 2012
My State Department	Design and implement a My State Department feature on the State.gov web site.	Completed
	Make changes and improvements based on user feedback.	December 2012
FOIA Improvements and Backlog Reduction	• Ensure website reading rooms are user friendly and up to date by regularly reviewing content and posting reviewed documents, particularly those for which there is public interest in access and disclosure.	April 2012
	• Decrease by 10 percent the number of pending FOIA requests and FOIA appeals. • Close the 10 oldest FOIA and FOIA referral pending requests on file. • Post at least 3,000 FOIA documents of public interest to the FOIA website (foia.state.gov). • Fully transition off the Department's legacy FOIA case processing IT system onto an enhanced and upgraded system. • Utilized the features of the new FOIA case processing IT system to institute process improvements, including but not limited to enhanced and streamlined reporting, workflow, and work assignment protocols.	October 2012

Initiative	Milestones	Anticipated Date of Completion
	• Decrease by 10 percent the number of pending FOIA requests and FOIA appeals. • Close the 10 oldest FOIA and FOIA referral pending requests on file. • Post at least 3,000 FOIA documents of public interest to the FOIA website (foia.state.gov).	October 2013
FOIA Request Processing Operations	• The office currently processes about 27,000 requests a year and has a backlog of approximately 8,000 requests, down from a high of 20,500 for FY 2010.	Completed
	• Planned Activities: The FOIA Program has initiatives in place to reduce its backlog of pending FOIA requests even further and to post reviewed documents of public interest on the Department's FOIA website to help reduce requests by providing such information proactively.	October 2012
Declassification - Increase Systematic Review Productivity	• Review 2,500,000 pages of paper documents from the 1986-1990 block of records. • Review 886,000 pages of electronic records from 1987.	October 2012
	• Review 2,500,000 pages of paper documents from the 1986-1990 block of records. • Review 954,000 pages of electronic records from 1988, a 7 per cent increase over FY 2012.	October 2013
Web Video	Provide video for video.state.gov, America.gov, U.S. embassy websites, and several blogs.	Completed
Official Document Authentication	Implement a capability for signing and issuing certificates of authentication under the seal of the Department of State.	July 2013
Electronic Payment of ITAR Registration Fees	Implement a system that allows the public to pay ITAR registration fees electronically.	Completed
Blogs	Make DipNote available for the iPhone and Blackberry.	Completed
Interactive Travel Map	Create an interactive map to track Secretary's foreign travel.	Completed
	Add greater interactivity and opportunities for users to directly engage with Department of State officials.	Completed
Twitter™	Use Twitter™ to disseminate information regarding the Secretary's travels, daily press briefings, high-profile public speeches, and communicate directly with the public by responding to questions.	Completed
	Correct misinformation using Twitter™.	Completed
YouTube™	Create YouTube™ video channels featuring public affairs, public diplomacy, and U.S. embassy videos, to include remarks by the Secretary, daily press briefings, special video collections based on foreign policy issues, and interviews with U.S. diplomats.	Completed

Initiative	Milestones	Anticipated Date of Completion
Facebook™	Create a Facebook™ presence for the Department of State and several U.S. embassies and consulates.	Completed
Text The Secretary	Create a mobile and interactive forum named "Text the Secretary" in which the public can submit questions to Secretary of State.	Completed
ExchangeConnect	Create an international social network managed by the U.S. Department of State's Bureau of Educational & Cultural Affairs that highlights first-person stories about cultures, commonalities, and exchange program experiences.	Completed
Web Chats	Host LIVE multimedia events with experts on important topics.	Completed
	Implement efforts to engage both domestic U.S. and international audiences.	Completed
Podcasts	Produce podcasts for download on popular platforms such as iTunes to include the Secretary's remarks, daily press briefings, and various special features.	Completed
Data.gov	Produce datasets for Organization for Cooperation and Economic Development (OECD).	Completed
	Add 30 new data sets.	Completed
Regulatory Compliance	Produce a plan for public access of regulatory compliance and enforcement.	Completed
	Update the plan with Bureau compliance plans.	Q4, FY2012

Table 3: Schedule and Status of Initiatives